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EA-0-9387

Assistant Director for Scientific Intelligence

MAR

Management Officer

Summary Report of Management Staff Study of the Office of Scientific Intelligence

1. A management study conducted within your Office during the past three months included a revision of your table of organization. Changes reflected in the revised T/O are set forth in paragraph 2 below. Management assistance during the course of the study has also contributed toward the solution of some of the minor administrative problems of your Office. Findings and recommendations, most of which have been discussed with you orally, are contained in paragraphs 3 through 8.

2. New and changed concepts reflected in the revised T/O follow:

a. High-level specialist positions in each division to permit maximum IAC coordination in all critical phases of scientific intelligence.

b. Junior professional positions in each division to permit abstracting and indexing of pertinent scientific information.

c. Increased clerical staff to support the abstracting activity.

d. Detailed functions and revised organization of the staffs to provide both inter- and intra-office coordination of the OSI program. The functional statements are attached as Tab A.

e. Increased strength to implement centralization of medical intelligence within CIA. (Navy and Air Force have cooperated in this centralization.)

f. Increased strength in Chemistry Division, Physics and Electronics Division, and Geophysics Division to permit fuller coverage of many specializations included in these scientific categories and to permit better exploitation of the large volume of pertinent literature. These divisions provide support for estimates concerning future weapons of warfare, e.g., BW, guided missiles.

g. Increased strength in Weapons Division to permit better coordination with the IAC of intelligence concerning weapons development.

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b. Realignment of functions and organization of Scientific Resources Division to eliminate duplication of effort and to effect better integration of the Division's activity with the OSI mission. New functional statement is attached as Tab B.

3. a. In general, both the Chiefs and their staffs in the working divisions of OSI evidenced good understanding of their respective specialties and of the research methods required to relate these specialties to the national intelligence job.

b. All division Chiefs expressed the opinion that they would be able to produce more and better intelligence as their staffs were augmented with additional personnel. Thus, a continuance of the intensive recruitment effort of the past six months and an expanded table of organization should enhance OSI production.

c. However, with an expanded staff, written functional statements for each division and written delegations and assignments within each division should be provided. These instruments permit assimilation of new staff with a minimum of effort.

4. a. The best effort of OSI in promoting coordination and effective working relationships has been with the IAC agencies. The establishment and functioning of the Scientific Intelligence Committee and its subcommittees is probably the outstanding achievement of OSI. The majority of the divisions have operational relationships with their opposite numbers in the IAC agencies and are coordinating the intelligence activity in their scientific specialties. This coordination has resulted in the assumption by OSI divisions of functions presently assigned to OCD. These include:

(1) Coordination of IAC and CIA requirements for intelligence information.

(2) Negotiation with CIA operations offices for fulfillment of IAC needs.

(3) Documentation of materials for central usage.

(4) Exchange of significant materials between the IAC and CIA.

(5) Continuous liaison with the IAC agencies.

b. Within CIA, the relationships of OSI with other offices appear to be as follows:

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Continuance of this type of coordination should be encouraged. Within the past three months great strides have been made in effecting closer working relationships between the staffs and front offices of OSI and OCD. This trend should be developed since the similarity of the production mission of these offices requires the closest coordination.

[redacted]

(3) OCD - Harmonious relationships exists between OSI and OCD on all matters, with the possible exception of liaison control. OSI has pioneered in effectively utilizing OCD reading service for distribution of documents to OSI divisions. The consensus of OSI officials is that the OCD activity is undoubtedly useful to the Agency, that the OCD officials are most cooperative and willing to assist OSI, but that the OCD reference service, including IM and IR, is of limited value to OSI.

c. Excellent coordination exists within OSI between the substantive division specialists on matters of intelligence coordination and production, with the possible exception of the Scientific Resources activity. However, little uniformity or coordination on administrative and procedural matters was found. For example, a staff study of the functions and procedures of OCD was undertaken by one of the functional divisions of OSI without front office clearance or coordination. In another instance, a Division Chief conducted a staff study which included liaison with IMS concerning proposed changes in a procedure which had been carefully designed by OCD, Management Staff and staff personnel of all other offices, including OSI, to provide the most economical and best service to the total Agency. This study was made without consulting OSI staffs, without obtaining the approval of AD/OSI, and without consulting OCD or the Management Staff who had vested interests in the procedure. This lack of coordination may be caused by:

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(1) OSI policy which delegates to the Division Chief complete authority for administration of his activity

(2) Lack of personnel in the Plans and Production Staff

5. a. A comparison of OSI production with staff on duty brings an appreciation of the super-human effort which must have been expended to produce the reports which have been issued. An examination of the reports thus far produced indicates that the production generated in three different ways:

(1) Request for special estimates or evaluations by an outside body, e.g., Joint Chiefs, NSC

(2) The accumulation of a volume of data on one subject which could be easily translated into a report, irrespective of the importance of the subject to national security

(3) Consolidation of thinking on intelligence requirements and the intelligence factors relating to a particular scientific matter. (These reports are basically requirements.)

b. The above breakdown indicates a need for both long- and short-term production planning, scheduling and controls within OSI. However, it should be recognized that OSI, as well as [redacted], is handicapped in accomplishing comprehensive production planning by the lack of Agency-wide [redacted] policy direction. OSI is attempting to overcome this obstacle by utilization of the Scientific Intelligence Committees.

c. Perhaps, the greatest detriment to meaningful intelligence production is the point you have made on many occasions, namely, the lack of information on which to build estimates. The OSI interrogation team and other expedients developed by you indicate your concern in this respect.

d. The procedure for obtaining meaningful intelligence information roughly breaks down into three phases:

(1) The identification and formulation of the request for information desired, commonly called the requirement.

(2) Guidance to the collection agencies for both directed and spontaneous collection.

(3) The physical procurement of the information and the transmission of it to the requestor.

e. Responsibility for the last named, that of supplying the required information, rests exclusively with the collection agency. The first two are the responsibility of the production office.

-4-

Declassified in Part - Sanitized Copy Approved for Release 2012/03/30 : CIA-RDP84-00022R000300100027-2

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f. OSI has recognized the need for providing close guidance to collection agencies. The eagerness with which the OSI interrogation team has been put to work by [redacted] 25X1 confirms the thesis that it is mutually desirable to have production and collection closely coordinated. OSI has also effected close coordination with CO/S whereby OSI division specialists give direct guidance to CO/S collectors. The Scientific Intelligence Committee has also provided a means for closer coordination with IAC collectors.

g. The first phase of information collection, the internal formulation of the requirement requires close supervision and constant evaluation. Possible ways by which the OSI requirements activity can be strengthened are:

(1) Review and re-issue of guide-type requirements tailored to the facilities of the various collectors.

(2) Collaboration with ORR to include scientific requirements in the guide requirements being developed for each foreign country.

(3) Issuance of collector's manuals such as your Info-Red report on requirements and insuring wide dissemination to all collectors.

(4) Immediate follow-up of all information reports by divisions for issuance of ad-hoc requirements when it appears that more information is available.

(5) Periodic review and registering of outstanding ad-hoc and "watch" requirements to stimulate renewed collection effort.

(6) Augmentation of the Requirements Staff with a highly-qualified intelligence specialist capable of conducting research into the most effective methods to be employed in developing and processing requirements.

6. a. The organization and handling of reference data within OSI will require continued study and close supervision for the next several months. While the procedures for receipt of information have been well-simplified and -coordinated, this planning and procedural implementation has not carried through to the organization and subsequent reference usage of these materials. Each division has developed its own system for classifying, filing and utilizing these materials. Independent division action has resulted in duplications of files between the divisions and in hindering utilization of files by interested personnel of other divisions. Also, the OSI effort to a large extent duplicates activities of OCD., e.g. each division has a personality

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and Institute file. Your awareness of this problem is indicated by calling in [redacted] as a consultant and by the recent organization of an inter-divisional committee to study the problem and to take immediate steps to unify the OSI effort in this field. It is important that these actions taken within OSI be completely coordinated with other interested offices and staffs of the Agency. 25X1

7. a. The study disclosed that OSI can advantageously use external research projects to provide two types of support:

(1) Documentation of overt literature

(2) Intelligence production related to pure research in most of the natural sciences, since the information is overt in character.

b. The first of such projects for documentation of overt literature by [redacted] was approved by the Project Review Committee and is in process of implementation. 25X1

c. Definite advantages would be gained by OSI in exploitation of this type of support, namely,

(1) Benefit of specialized professional knowledge and of language skills possessed by individuals who would not or could not be employed by CIA.

(2) Restriction of OSI professional staff to the small groups which are so conducive to the informal interchange of ideas and knowledge required for integrated intelligence production.

d. To facilitate best utilization of this support, two actions should be taken by OSI:

(1) Determination of all possible projects which can be handled by outside sources. After such determination, preparation of a total external research plan, which would include ORR coordination, and would indicate outside agencies to be employed, tentative time schedule for implementation of each project, responsibility for project supervision within OSI, and approximate cost.

(2) Careful implementation of the approved project to provide procedures and organization which will permit (a) maximum utilization of information received, (b) minimum expense to the Agency, and (c) sufficient flexibility to permit expansion as new projects are initiated.

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5. In summary, it can be stated that OSI operations would benefit from immediate action designed to implement the following recommendations:

a. Preparation of written functions, delegations and assignments for OSI divisions.

b. Clarification of functions which overlap with OCD.

c. Development of a production plan, schedule, and controls.

d. Strengthening the requirements activity within OSI.

e. Coordination of abstracting and indexing activities within OSI.

f. Planning for extensive external research support.

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Management Officer

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